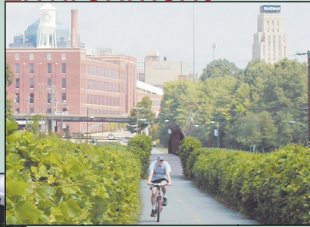


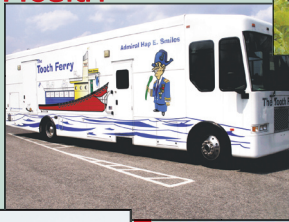
Environment



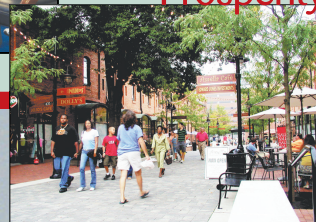
Children



Health



Prosperity



Culture



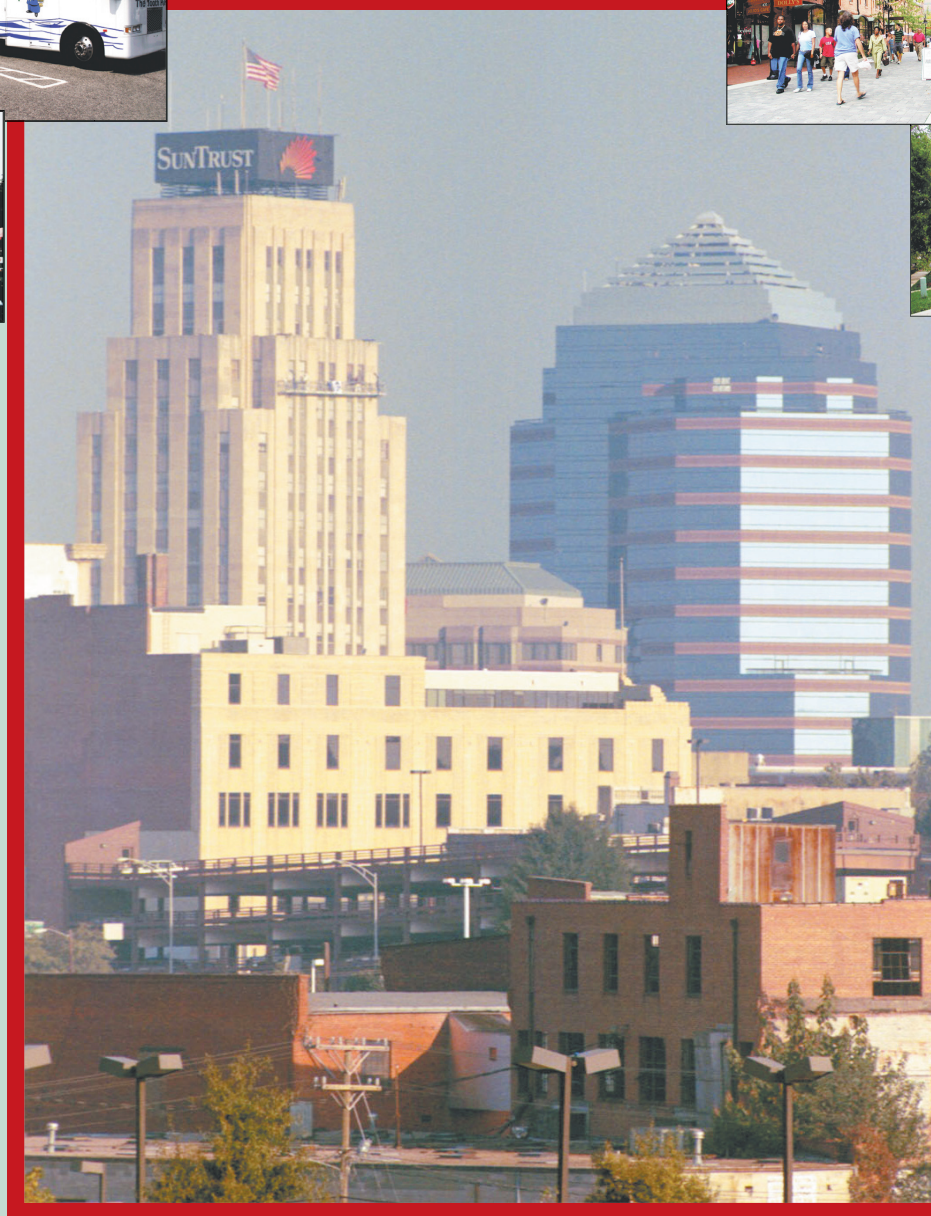
Housing



Safety



Neighborhoods



Durham's Annual Results Based Accountability Report

Fall 2006



Durham's Results Based Accountability Initiative



Dear Durham Community Member,

We are proud to present our second annual community progress report. Durham is an exciting place to live and work because our residents are so willing to be involved. Communities that want to improve themselves face tremendous challenges. As citizens, we must determine how we measure progress on our key issues and services and learn how to use what we have accomplished to improve our community.

To help answer these tough questions, Durham City and County governments created the Results Based Accountability (RBA) initiative in 2004. RBA recognizes that no one entity (even one as large as the City or the County Government) can make sufficient progress by itself in any area. Significant change requires coordinated action among all members of our community. Working together with many concerned citizens eager to get involved, we created community workgroups around eight different goals.

1. Durham citizens are safe.
2. Durham enjoys a prosperous economy.
3. Durham citizens enjoy a healthy environment.
4. Durham citizens enjoy a community that is vibrant, rich in aesthetic beauty and embraces and promotes its cultural heritage.
5. Children are ready for and succeeding in school.
6. Every citizen in Durham has access to adequate, safe and affordable housing.
7. Durham citizens are healthy.
8. Durham citizens enjoy sustainable, thriving neighborhoods with efficient and well-maintained infrastructure.

The Durham Board of County Commissioners and the City Council agreed on these eight priorities for Durham, and citizen workgroups have come together to address these issues. Over the last two years, these workgroups have been leading an effort to improve our community.

We are pleased to present the work of these groups in this second annual progress report. This report highlights the groups' work for the year 2005-06 and reports data obtained prior to 2006. This annual report serves as a means to measure our progress over time and prompt policy change to increase community-wide progress. More importantly, it is a tool to keep citizens informed of our efforts to make positive and accountable change.

Throughout this report, the community has highlighted "what works or what would it take to improve." Each workgroup is proposing or implementing strategies to help positively influence our progress toward achieving the eight community outcomes. In particular, each group has identified both short and long-term strategies as well as low-cost strategies that can make a difference without a significant financial investment, in addition to those that will need significant resources. Some solutions can be quickly enacted while others require a longer-term commitment. With the energy, drive and talent we have in Durham, and with all of us working together under the RBA umbrella, we know that we will be able to achieve success.

We welcome your feedback on our work in progress, and we urge you to join one of our workgroups to ensure that Durham becomes a better place to live, work and play.

Patrick W. Baker
City Manager

Michael M. Ruffin
County Manager

Measuring progress sounds simple, but it's not always - especially when what's being measured is so complex. You have in your hands a second report that shows where we are toward achieving our goals. This report is meant to stimulate community discussion. We have stated eight desired **Outcomes**, which serve as a vision for the future of Durham. For each outcome we have chosen a few **indicators** to help us measure improvement. Finally, we will develop **strategies** to enhance our ability to reach our outcomes.

Outcome- A condition of well-being for children, adults, families or communities. *Examples: children succeeding in school, safe communities, clean environment, prosperous economy.*

Indicator- A measure that helps mark the achievement of an outcome. *Examples: rate of low-birth weight babies, high school graduation rate, crime rate, air quality index, unemployment rate.*

Strategy- An action that has a reasoned chance of improving our outcomes.

Other terms used in the Results Based Accountability Field:

Performance Measure – It measures how well strategies and programs are working. The most important performance measures tell us whether the citizens involved in any strategies or programs are better off than before the program began.

Baseline – A number used to analyze or compare performance or data. The baseline is usually a number in time that is used to compare to other numbers in a similar category. For example, one can compare the increase in third grade reading scores over the last five years by comparing the baseline score of the students from five years ago to the students of today.

Outcome:

All Durham citizens are safe

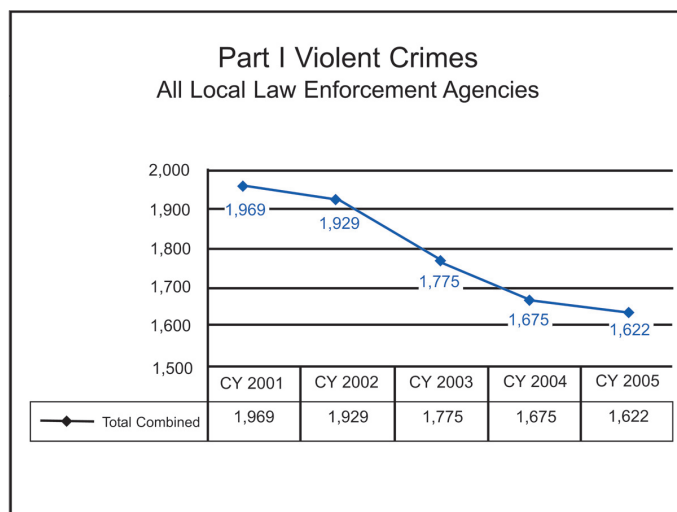
Committee Chairs:

Chief Deputy C.W. Crabtree, Durham County Sheriff's Office; and Lt. E. L. O'Neal, Durham Police

The entire community is concerned about public safety and crime. All Durham residents want a safe community where they are comfortable living, working, and playing. The efforts to create this safe community focus simultaneously on reducing the incidence of crime, addressing the root cause of crime and improving the perception of safety throughout the community.

INDICATOR 1:

Violent Crimes (homicide, rape, robbery and aggravated assault)



Source: Durham Police and Sheriff's data combined

What works or what would it take to improve this indicator?

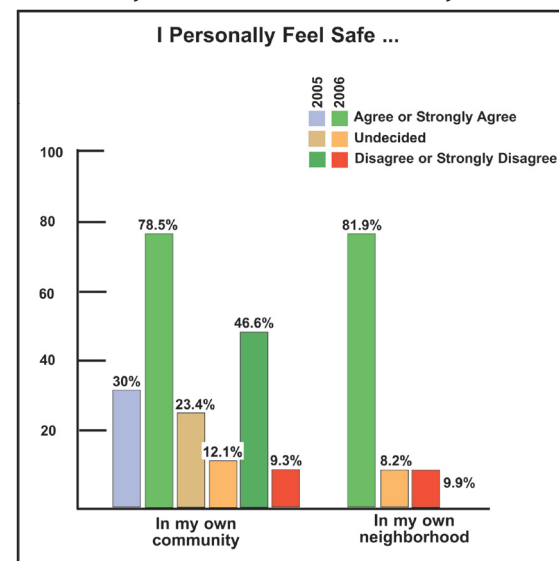
LOW-COST STRATEGIES:

- Compile and track clearance rates of violent crimes (local and national averages)
- Conduct gun reviews, target top 10 violent offenders in each district, implement violent crime abatement operations
- Utilize Justice X change software on a routine basis to track status of offenders
- Develop partnering relationships with criminal justice agencies and organizations
- Revitalize Neighborhood/Campus Watch programs



INDICATOR 2:

Perception of safety ("broken windows theory")



Source: The Durham Convention and Visitor's Bureau, The Catevo Group Public Opinion Poll, margin of error plus or minus 5%

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Track home ownership data using public records
- Collect and track data on fire, police/sheriff and EMS response
- Determine effectiveness of number of law enforcement officers per capita
- Compile judicial outcomes – case disposition, sentences and conviction rates
- Administer scientific surveys on sense of safety and perception of crime
- Utilize GIS mapping of crime incidents (Crime Mapper)

OTHER INDICATORS WE ARE TRACKING:

- Part I Property Crimes (burglary, larceny and motor vehicle theft)
- Youth crimes (age 17 and under)

Outcome:

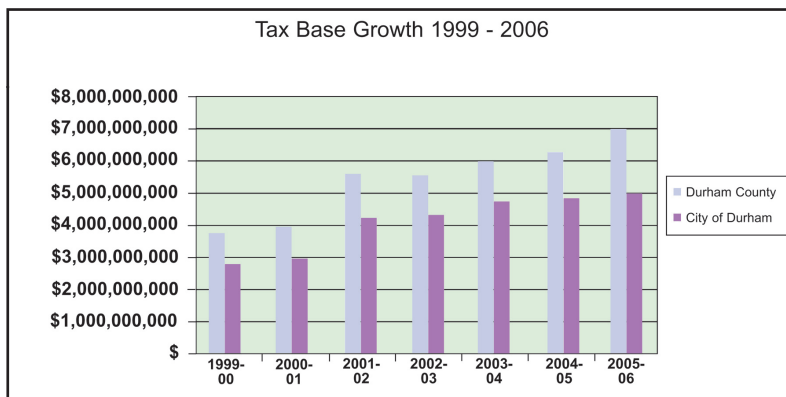
Durham enjoys a prosperous economy

Committee Chairs:

Alan DeLisle, City of Durham Office of Economic and Workforce Development; and Ted Conner, Durham Chamber of Commerce

A prosperous economy will include sustained economic development in Durham and a healthy, growing, and balanced tax base. It will mean gainful employment for our citizens (self-sustaining, livable wage) and a greater percentage of Durham citizens holding Durham jobs. A prosperous economy will also see increased commercial/industrial and residential transfers to Durham and lower poverty rates.

INDICATOR 1: Tax Base



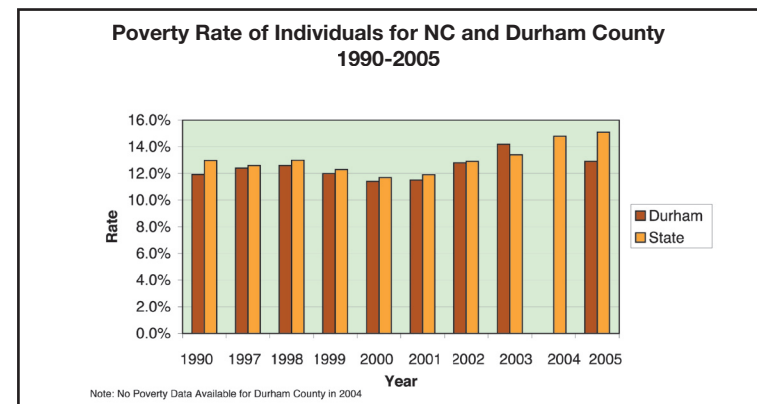
Source: Durham County Tax Assessor

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Support downtown revitalization to increase property value
- Support neighborhood revitalization to activate underutilized or vacant property
- Support visitor related economic development to grow new spending in Durham
- Continue to make public investment in infrastructure, quality of life amenities and appearance in Durham
- Market Durham as a good place to live and to transact business
- Improve tax and regulatory environment to allow industries to grow rapidly

INDICATOR 2: Poverty Rates



Source: U.S. Census

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Build strategic partnerships to provide support and advocacy for the working poor and unemployed
- Implement Durham Workforce Development Strategic Plan
- Learn about the root issues causing the poverty rate to increase, and communicate these issues to public officials and the community

OTHER INDICATORS WE ARE TRACKING:

- Disparity between wages earned by workers in Durham and per capita income of Durham residents
- Educational attainment and dropout rate
- Annualized net employment growth



For additional information or to get involved, go to www.durhamnc.gov/rba.

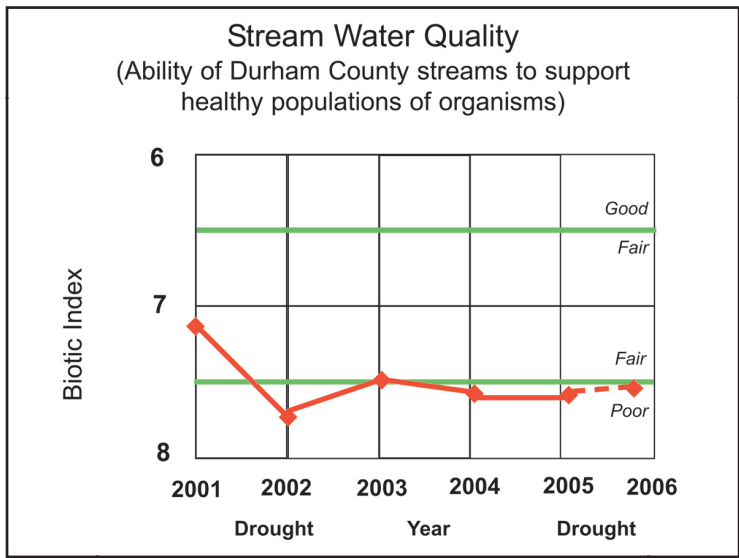
Outcome:

Durham’s citizens enjoy a healthy environment

Committee Chairs:
Sandra Cavaliere, Nature Conservancy; and Tim Dodge, Research Division, North Carolina General Assembly

In addition to beauty and recreational value, a healthy environment provides us with essential and irreplaceable services. Forests, meadows, and wetlands filter pollutants out of rainwater before it enters our drinking water reservoirs, reduce flood hazard, remove carbon dioxide and some pollutants from the air while adding oxygen, cool the air, and moderate our weather. A balanced population of native plants and animals keeps harmful insects and pests in check. There are signs of progress. Nonetheless, significant natural areas and waterways remain unprotected.

INDICATOR 1:
Stream water quality



Source: City of Durham Stormwater Division

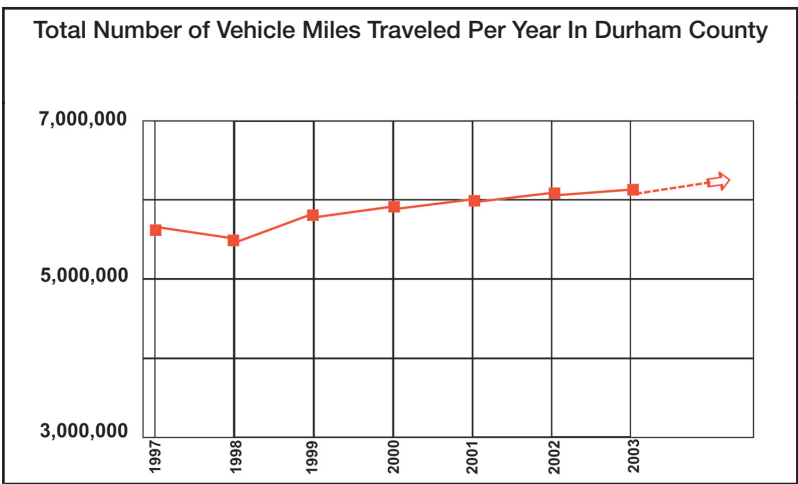
What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Maintain naturally vegetated riparian buffers by enforcing stream buffer regulations and by having City/County staff or contractors not mow in riparian zones
- Update the impervious surface data for Durham County in its entirety
- Monitor conditions of significant streams not currently covered by City or County monitoring programs
- Offer incentives, possibly permit fee reductions or stormwater fee discounts, for use of natural stormwater management techniques by developers and citizens

INDICATOR 2:
Vehicle miles traveled

Goal: Durham’s citizens reduce the negative environmental impacts of cars and trucks.

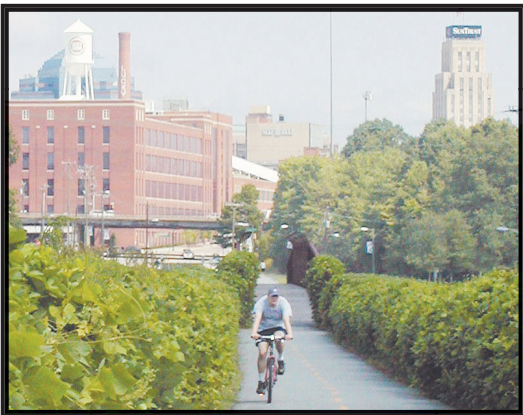


Source: NCDOT

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Have the City and County serve as role models by very publicly taking steps to reduce emissions by conducting an emissions and use/vehicle need audit for City and County-owned vehicles
- Congratulate Durham Public Schools for buses running on Biodiesel



OTHER INDICATORS WE ARE TRACKING:

- Protected lands in Durham County
- Greenhouse gas emissions

Outcome:

Durham's citizens enjoy a community that is vibrant, rich in aesthetic beauty, and embraces and promotes its cultural heritage

Committee Chairs:

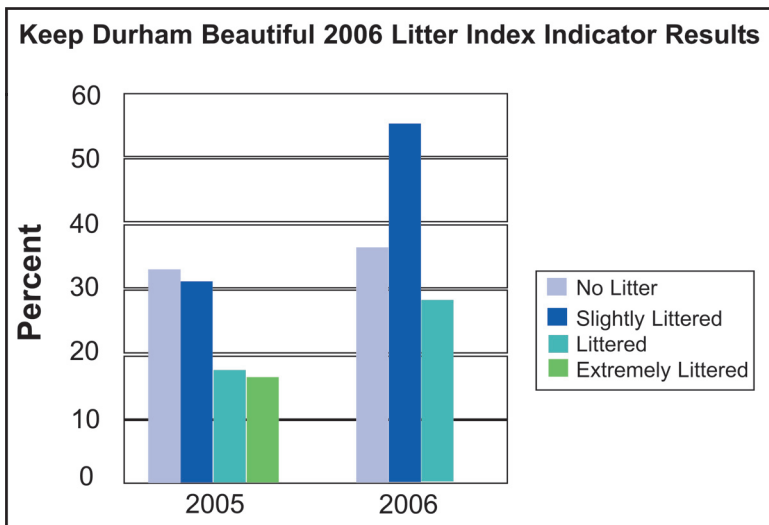
Sylvia LeGoff, Prudential Carolinas Realty; and Sherry DeVries, Durham Arts Council

Communities are realizing the direct correlation between their economy and the location preferences of highly mobile knowledge-workers who form the intellectual backbone of the new economy. These workers value "quality of place" above nearly all other aspects – including job market conditions – in choosing where to locate. Studies indicate that four factors determine quality of place: lifestyle, environmental quality, a vibrant music and arts scene, and natural and outdoor amenities. This outcome is tracking Durham's progress on its quality of place.

INDICATOR 1:

Percentage of streets rated litter-free by the "Keep Durham Beautiful" survey

Volunteers were given maps of Durham City and County divided into 15 different regional sections with streets rated on a scale from 1 to 4. A rating of 1 described an area as "No Litter"; a rating of 2 described an area as "Slightly Littered"; a rating of 3 described an area as "Littered"; and a rating of 4 described an area as "Extremely Littered."



The quantitative data gathered as a result of completing the Litter Index demonstrates some major fluctuations in year one versus year two. As additional Litter Index statistics are gathered in succeeding years, numerical trends will become more evident and performance measurements based on this data will carry additional significance.

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Develop a street "Ownership Program" and encourage community groups and others to "adopt" areas of Durham for regular, ongoing clean-up and beautification
- Confirm and improve NCDOT inmate litter pickup program
- Organize volunteers in surrounding neighborhoods to participate in clean-up days at cemeteries
- Develop a County neighborhood clean-up program to complement the City's neighborhood clean-up program

OTHER INDICATORS WE ARE TRACKING:

- Positive responses from survey respondents when asked if they believe the condition of Durham's gateways, parks, landscaping, and streetscape reflect positively or negatively on Durham's image
- Economic impact and stabilization/health of Durham's arts and cultural organizations
- Number of programs and venues that reflect history and cultural heritage and diversity of Durham City/County
- Number of relocating employees to Durham also choosing Durham as their place to live

INDICATOR 2:

Annual attendance at cultural/arts/recreational events/sites in Durham

	Year End 2004-05	Year End 2005-06 (June Projected)	Variance Index	2006-07 Goal
Historic Sites	107,928	116,451	7.2%	122,275
Museums (total venues reporting = 5+0)	287,299	347,411	20.9%	364,750
Combined Total	395,227	463,862	17.2% *	up 5%
Performing Arts Venues	442,885	523,364	11.5%	
Nature Areas	409,174	588,525	3.0%	
Sports Venues	1,017,650	1,106,698	8.8%	
Signature Festivals	152,216	171,664	-1.7%	
Other Indicators:				
Durham Parks & Recreation Programs		3,520		
Durham Public Library Visitation	1,029,339	973,849	-5.4%	

*The variance does not account for features that have been in existence but not reporting. It does take into consideration any new features that were added that were not previously in existence.

Source: Durham Convention & Visitors Bureau

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Deepen the inventories of cultural programs and facilities that are in the database and encourage greater participation in tracking
- Increase the capacity for cultural event producers to use the official online community event calendar maintained by the Durham Convention and Visitors Bureau
- Increase efforts to cross-promote and market features by Durham messengers
- Increase the number of venues that offer online ticket sales



For additional information or to get involved, go to www.durhamnc.gov/rba.

Outcome:

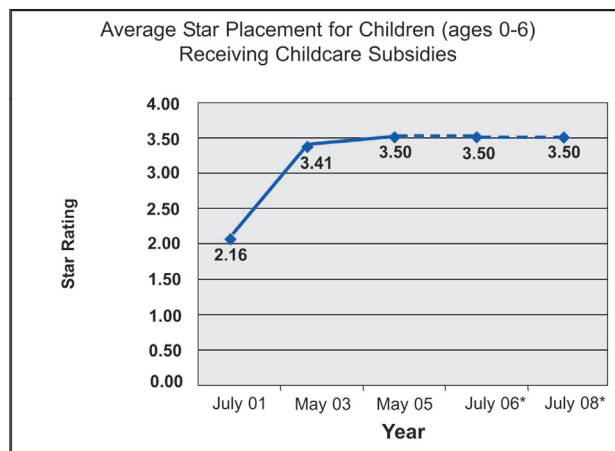
Children are ready for and succeeding in school

Committee Chairs:

Marsha Basloe, Durham's Partnership for Children; and Dr. Deborah Pitman, Durham Public Schools

The children's outcome workgroup has the overall goal of developing a long-range plan for enhancing and measuring children's readiness for school and success in school. To that end, the workgroup acknowledges the need for increased afterschool programs and programs for youth who may drop out of school. Children are the future of our society, and it is the shared responsibility of everyone in the community to help assure children's readiness for school and on-going success in school.

INDICATOR 1: Quality child care – star ratings



*Data for year 05-06 ending June 30, 2006 will not be available from the state until November 2006. What is displayed is an estimate.

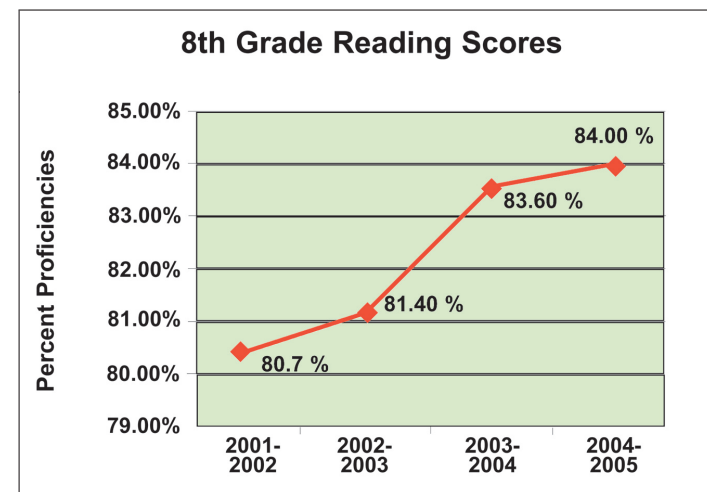
*New star rating criteria go into effect January 2008. The criteria will be different and we will need to start a new baseline cycle.

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Find funding for an early childhood grant writer for federal/foundation dollars for the early childhood community
- Work with County/City to develop a scholarship/subsidy program for employees
- Work with the business community to improve high-quality child care for employees
- Review data and continue to implement quality enhancement strategies with a special focus on preparing providers to maintain and increase star ratings in the transition to the new star rating system. This includes a focus on training providers for the Early Childhood Environment Rating Scale (ECERS) and Infant/Toddler Environment Rating Scale (ITERS) so they can score well and increasing the level of teacher education
- Increase parent education efforts beginning with County/City involvement in high-quality early education programs beginning with County/City involvement in high-quality early education efforts; increased parent education for citizen base; prevention
- Work with Durham Technical Community College to continue to offer on-line classes for early childhood educators (higher education linked to higher quality) with a professional development coordinator to provide necessary support for students
- Training for everyone who works with children/youth
- Engage faith community in early childhood education efforts
- Increase the number of More at Four spaces in Durham County

INDICATOR 2: 8th grade reading – end of grade scores



Preliminary results for school year 2005-2006 report 81.4 percent of eighth graders reading at or above grade level. North Carolina test data available upon validation by the Department of Public Instruction (Fall 2006).

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Develop alternatives to holding back students
- Collaborate with the North Carolina Center for Afterschool Programs to review statewide quality improvement initiatives
- Assess training needs survey programs serving school age youth to determine training needs; convene a meeting of leaders of school age programs in Durham to identify needs
- Assign mentors for new teachers
- Provide afterschool programs with activity plans that support reading improvement
- Ensure that every child knows at least one person in school that cares about them



OTHER INDICATORS WE ARE TRACKING:

- School readiness assessment at kindergarten
- Third grade reading scores
- Graduation rates

Outcome:

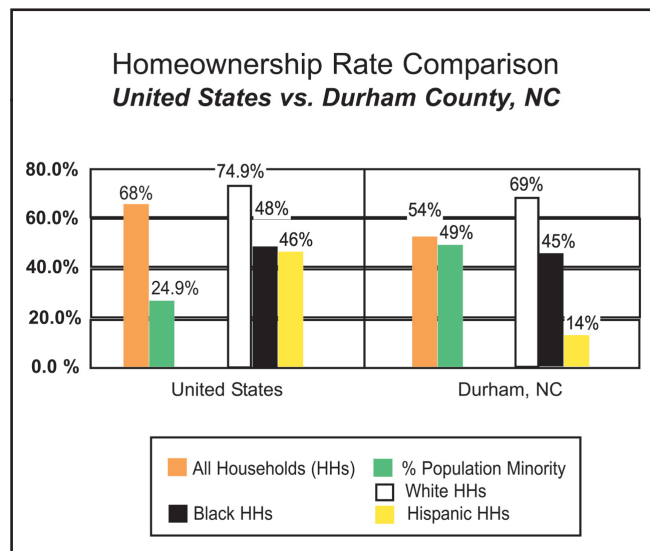
Every citizen in Durham has access to adequate, safe & affordable housing

Committee Chairs:

Rich Lee, Durham Affordable Housing Coalition; and Terry Allebaugh, Housing for New Hope

Housing represents the single largest expenditure for most families and is the largest source of wealth for most homeowners. Decent and affordable housing has a measurable impact on family stability and life outcomes of children. Decent housing is one of the building blocks of healthy neighborhoods, and thus shapes the quality of community life. Through efforts of the City and the County, the Housing Authority, non-profit organizations and private lenders and builders, we want to ensure that all Durham residents have access to adequate, safe and affordable housing, whether they are home owners or renters.

INDICATOR 1: Homeownership rate using property tax data



What works or what would it take to improve this indicator?

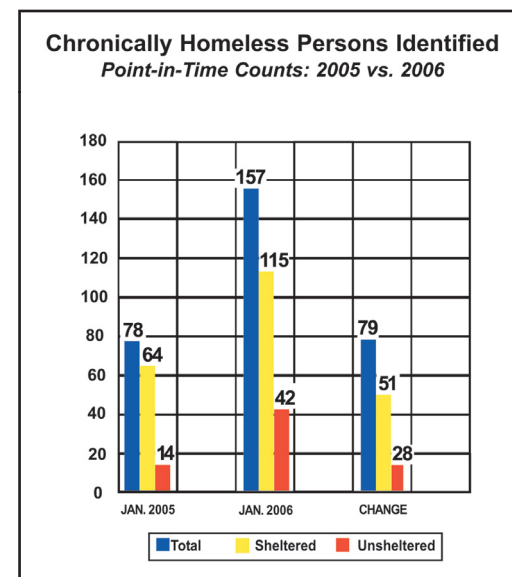
LOW-COST STRATEGIES:

- Increase public awareness of homeownership assistance and home buying opportunities
- Provide City/County-owned properties at low cost to developers of affordable housing
- Continue support for existing City/County supported homeownership programs
- Adopt housing program requiring developers to include a percentage of affordable homes
- Provide developer incentives for affordable development (expedited process, reduced fees)
- Support expansion of the state's foreclosure prevention program to assist Durham homeowners who have lost their jobs and/or become disabled
- Support expansion of state and federal programs to increase homeownership
- Increase City/County support for neighborhood associations

OTHER INDICATORS WE ARE TRACKING:

- Number of people living in substandard housing (indicator under development)
- Foreclosures
- Extremely low-income homeowners who are severely cost burdened
- "Housing wage" for two-bedroom apartment

INDICATOR 2: Homeless persons counted during annual point-in-time count



Source: Point-in-Time Count conducted by the Council to End Homelessness in Durham

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Develop a system of care that rapidly moves homeless people through a continuum of housing services (emergency shelter and transitional housing to permanent housing)
- Define a community standard for discharge planning to a system of care that identifies a primary support person and/or agency
- Design and implement a credentialing process to document skills for employment through partnerships with the workforce development community
- Strengthen faith-based partnerships to serve more homeless people
- Integrate existing job placement and job training programs serving the homeless
- Create a micro enterprise model to employ those difficult to place in mainstream work
- Support Social Security Insurance applications where appropriate
- Develop a plan to disseminate information to key organizations that interact with families and individuals who are at-risk of homelessness



For additional information or to get involved, go to www.durhamnc.gov/rba.

Outcome:

All of Durham's citizens are healthy

Committee Chairs:

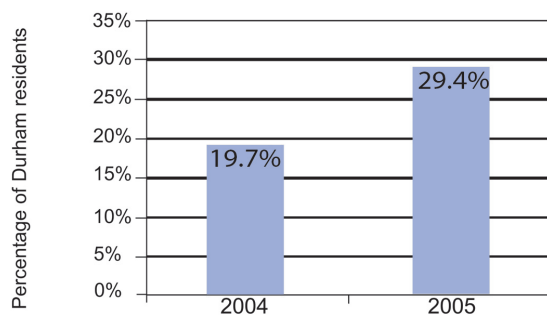
MaryAnn Black, Duke University Health System; and Gayle Harris, Durham County Health Department

Our goal is that the citizens of Durham will enjoy good physical, mental and social health and well-being. The Partnership for a Healthy Durham is leading the collaboration for this outcome area. Each indicator is addressed by a separate community committee.

INDICATOR 1:

Access to health care: percentage of Durham residents without insurance

Percentage of Durham residents under 65 years old who report having no health insurance



Source: NCSU Center for Health Statistics, 2005 Behavioral Risk Factor Surveillance Survey

What works or what would it take to improve this indicator?

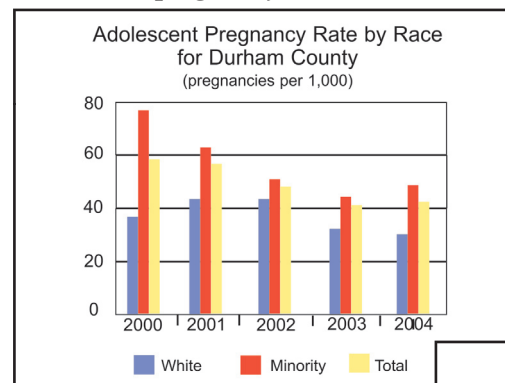
LOW-COST STRATEGIES:

- Establish partnerships between public and private sectors to provide resources for services
- Increase enrollment in Medicaid and Health Choice
- Clarify charity care and discount policies from clinics and institutions in Durham that provide primary care and/or other physician services



INDICATOR 2:

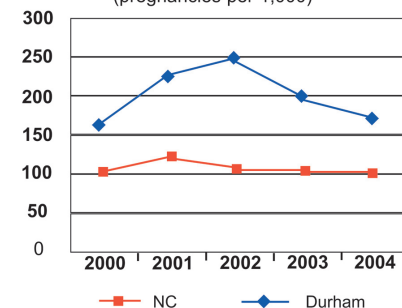
Adolescent pregnancy rates



The 2005 pregnancy rate data will be made available by the State Center at the end of October 2006.

Source: NC State Center for Health Statistics

Hispanic Adolescent Pregnancy Rates ages 15-17 years old (pregnancies per 1,000)



What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Develop a schedule and conduct meetings with representatives of Durham Public Schools including the coordinator of school health education programs, teachers, and local advisory councils to address comprehensive sex education and the re-evaluation and update of current materials used to teach family life and growth and development classes
- Re-introduce abstinence as a preventative method and present model curriculums to be used in Durham Public Schools and Durham's charter schools
- Provide family life training to Durham's public and charter school teachers
- Extend and provide accessible family planning clinic hours for minority male and female teens
- Expand existing teen pregnancy prevention programs such as Teen Voices and Together Everyone Accomplishes Something (TEAS) to at least two additional sites
- Coordinate locations and recruitment of participants with El Centro Hispano to implement one Joven a Joven (Spanish version of Teen Voices) to improve pregnancy prevention programming for the Latino community
- Coordinate services with Pregnancy Support Services' Hispanic Client Services coordinator to help provide programming that will educate teen Hispanic mothers to keep them from having repeat pregnancies and/or getting pregnant at all

OTHER INDICATORS THAT WE ARE TRACKING:

- HIV rates, primary and secondary syphilis rates, and AIDS rates
- Infant death rates (prior to first birthday) by race
- Prevalence of overweight children ages 2 through 4 and percentage of adults who are overweight and obese

For additional information or to get involved, go to www.durhamnc.gov/rba.

Outcome:

Durham citizens enjoy sustainable, thriving neighborhoods with efficient and well-maintained infrastructure

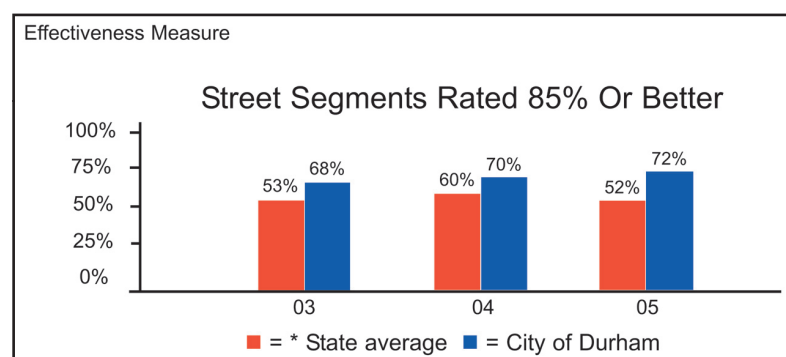
Committee Members:

City of Durham and Durham County staff

Durham is a diverse city composed of citizens who share a common goal of community living. These communities form various neighborhoods within Durham. For Durham to thrive, it is essential that the neighborhoods are safe, aesthetic beauty is preserved, and neighborhood organizations are supported by the local communities.

INDICATOR 1:

Condition of roadways and number of miles of roadways paved and repaved.



Source: UNC School of Government Benchmarking Study

*State average is for 15 cities participating in a UNC School of Government Benchmarking Study.

This graph reflects that 72 percent of Durham's street segments rated 85 percent or above on its most recent rating conducted in the year 2005. The city used data from the Institute of Transportation, Research and Education survey as its rating system.

Asphalt maintenance and repair for the fiscal year 2004-05 totaled \$2,126,951. The City of Durham was responsible for maintaining 1,656.4 lane miles including 1,326.6 lane miles of city streets and 329.8 miles of state roads. The City resurfaced 29.7 miles, equating to 1.8 percent of the total lane miles.

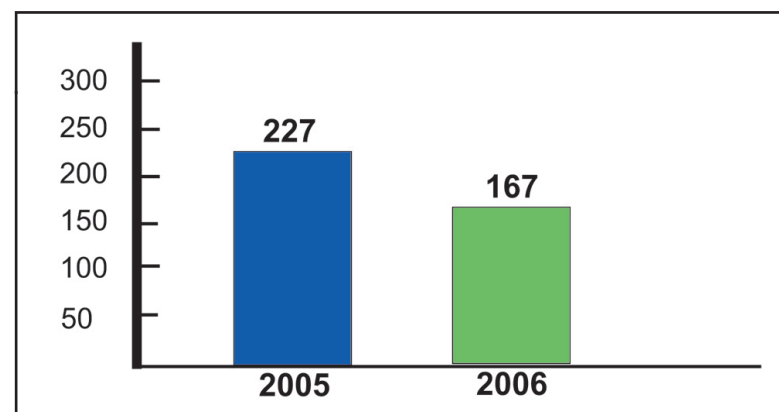
What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Obtain from Public Works Department an updated list of streets (and number of miles) to be paved now that the 8 Bonds for a Better Durham bond referendum has passed
- Revise baseline with new figures from the Institute of Transportation, Research and Education which is updated every five years
- A goal would be to resurface every street every 20 years

INDICATOR 2:

Number of organized, active neighborhood associations



Source: City-County Planning Department

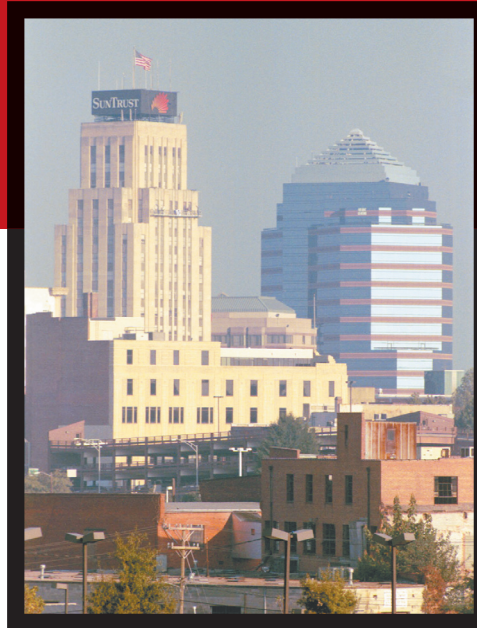
The City-County Planning Department maintains a database of active neighborhood associations. In 2006, all neighborhood associations were required to confirm that the association was still active, which has caused the number of registered associations to decrease from 227 to 167.

What works or what would it take to improve this indicator?

LOW-COST STRATEGIES:

- Create a how-to technical assistance packet for older neighborhoods that do not have active associations/members
- Establish partnerships with Public Works, *The Durham Herald-Sun*, Government TV, Police, PACs, Water Management's Customer Billing Services and City-County Planning, to educate citizens about the importance of participation in neighborhood associations
- Develop a quarterly newsletter to be distributed to all neighborhood associations
- Create a collaborative partnership with Durham Association of Realtors and Durham Convention and Visitors Bureau to survey the health of neighborhoods





Acknowledgements

Many individuals and organizations have participated in this effort to date. While there are too many individuals involved to list everyone, we would like to thank the following organizations for their work and express our gratitude to the more than 300 individuals for their efforts.

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Next Steps

This document is our second progress report and we must recognize it is difficult to measure progress in just two years. We invite more citizens from all walks of life to help implement short and long-term strategies to accomplish our outcomes. Government cannot do this alone. It will take the efforts of concerned citizens, organizations and businesses in our community to reach our goals.

Keep in mind this is a living document. As a community, we are evolving in our understanding and use of “outcomes” and “indicators.” As better systems are developed to track data, some indicators may be improved or replaced. This document will help focus our community on the desired future.

Full Report Available on the Internet

Due to space constraints, we published only highlights of the reports. On each page is a listing of “Other Measures.” The eight committees have developed these additional measures to address reasons for the results we are seeing. To see everything the committees have produced, including the other measures, go to www.durhamnc.gov/rba.

Feedback and How to Get Involved

To give feedback on this document and participate in the discussion for the future of our community, contact Julie Brenman with the City of Durham at 560-4111 x282 or Julie.Brenman@Durhamnc.gov, or Heidi York with Durham County at 560-0065 or hyork@durhamcountync.gov. We encourage more members of the community to get involved in this effort. While we are tracking our progress toward achieving these eight outcomes and have identified strategies in this report, we need to sustain our progress by continuing to track our results and implement additional strategies that work. Some solutions can quickly be enacted while others require a longer commitment. With everyone in Durham working together, we know we will be able to achieve success. Please join us!

Environment



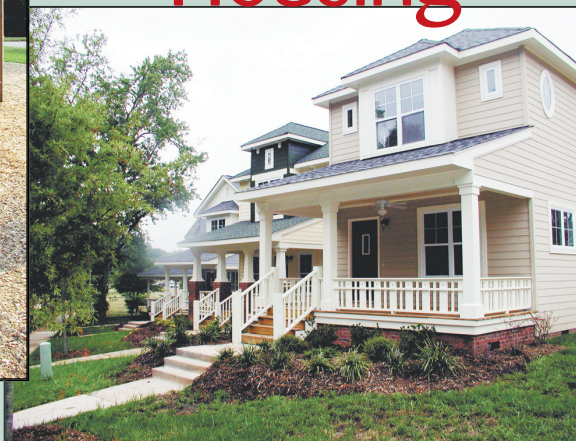
Prosperity



Neighborhoods



Housing



Children



Safety



Culture



Health

